

SEMINAR AND WORKSHOP TOPICS

1. The series of five three-hour seminars led by Mr. Banfield included discussion of statements and theories contained in books by Herbert A. Simon, Chester I. Barnard, William H. Whyte, Jr., Edward C. Banfield and others. Considerable attention was given to the following:

a. The generally accepted principles of organization such as specialization, unity of command, span of control, and organization by purpose, process, clientele, and place, are ambiguous generalizations and are similar to the proverbs which come in contradictory pairs.

b. A new organizational vocabulary is needed to provide an operational definition of terms which will permit a scientific approach to organization and decision making. The scientific approach requires measurability.

c. It is the distribution of the decision making process as opposed to conventional principles which determine the organization. The influences which are brought to bear upon the decision maker are a part of the consideration of the distribution of decision making. The construction of an efficient organization is a problem in social psychology.

d. Simon has constructed a model of rational decision making. This would require the consideration of all alternatives and all consequences, tangible and intangible, and the selection of that alternative or set of alternatives which in terms of some set of values best suits the ends to be accomplished. Since it is impossible to determine all of the consequences of all alternatives there can be no completely rational decisions under Simon's definition, however, some decisions can be more rational than others. The degree to which Simon's theory should be applied depends upon time available and the cost of research into alternatives and consequences in consideration of the end value system.

e. A scientific approach to description of an organization (decision making process) although less than rational requires the consideration of all known and reasonably obtainable diagnostic data and is a better check list than the rag bag of conventional principles or as Simon calls them—proverbs. Nevertheless, the proverbs may be useful as common mythology even if they are not scientific.

f. Simon's definition of rationality, which is concerned with the selection of a preferred behavior alternative in terms of some systems of values whereby consequences of behavior can be evaluated, is further defined as follows:

Objectively rational	that which is in fact correct
Subjectively rational	limited to knowledge of subject by decision maker
Consciously rational	a conscious process
Deliberately rational	a deliberate process
Organizationally rational	oriented toward organization goals
Personally rational	oriented toward personal goals

g. Unanticipated consequences of decisions are sometimes more important than anticipated consequences and, if favorable, are frequently considered by the organization or the decision maker as though they were a part of the original plan.

h. The use of Simon's model for rational decision directs attention to the most important ends of the organization, both active and contextual. It is recognized that in the interest of competitive business, morale and public opinion, two end systems may sometimes be required—one for public consumption and the real end system which is in possession of a few who run the organization.

i. Ends that are generally stated do not permit the accomplishment of organization. A way somehow must be found to determine specific ends. There is no scientific or research way to accomplish this purpose; therefore good judgment must be used. A few people must lend their moral facilities to the organization. This is essentially an ethical or moral question of judgment.

j. Barnard's theory of organization is essentially the same as Simon's regarding the decision making process but is expressed somewhat differently and deals more with human behavior. He states that organizational purpose is nothing more than to facilitate the gratification of the motives of individuals. In Barnard's language there are no employees or members of an organization. They, and all customers and others who affect, or are affected by, the organization are "contributors to activity." In the normal state of affairs the individual does not want to contribute his activity to the purpose of the organization. The organization must find a way to reconcile the differences between the individual's motives and the organizational purpose, and elicit his contribution.

k. Frequently the organization modifies its purpose to satisfy the individual. Alternatively, the organization bends the motives of the individual into general agreement with organizational purpose. This is done by incentive or persuasion (including fear of loss of job) and may be objective or subjective. The organization must maintain an equilibrium between organizational purpose and individual motives and must carefully dispense and replenish its stocks of incentives, such as prestige and other emoluments.

1. Increasingly more attention is being given to the possibility of making a science of administration. Many feel that the next few decades will see progress in this direction.

2. The first series of five three-hour seminars led by Mr. Martin generally concerned the decision maker. The discussion was based in part upon experience and surveys in industry. Following is an outline of some of the topics which were considered:

a. the decision maker and his world personality characteristics of successful executives studied in industry

decisions commit self and organization - not many people want this

decisions relatively irrevocable

uncertainty of information - abstract information

time extension - uncertainty in risks

operating in relative lack of structured situation

position of leader - tone setter

authority figure - target for hostility as well as affection

catalyst - sparking the group

symbol of cohesion, energy and direction

judge - arbitrator

concerned with self - status, fears, and ambitions

concerned with other people - larger organization - general welfare

b. Psychological factors in decisions

self insight

insight into other people

timing - allocation of time

objectivity

responsibility to organization to maximize self

sensitivity to others

apprehension of failure

intellectual characteristics - medium

attention concentration - single forms

manipulate time

ability to tolerate ambiguity

ability to judge conditions and attitudes

conditioning of decision maker and those affected

capacity to withhold action

abnormal drives for power

c. Influencing decisions of others

supervisors

associates

subordinates

administration of freedom - problems of freedom

group decision

techniques of democratic action

techniques of authoritative action

#2 position dispensable - hardest job

how to win a conference

d. Strategy and tactics in decision making

status

back door

role as leader - not technician

use of power

calculate and manipulate course of action

- e. Morality and ethical considerations and executive behavior
  - relationship of what "ought" to be done to what has to be done
  - self-family-other organizations—general welfare
  - accepted practice for group - morality
  - golden rule - ethics

3. The series of five three-hour seminars led by Messrs. Maloney, Grodzins, and Harrison concerned a variety of topics on the general subject of communications including:

- a. Formal, informal, upward, downward and lateral communications
  - distortion due to physical distance
  - distortion due to psychological distance
  - distortion due to interpretation
- b. Communications—persons to person, telephone, personal letter, memorandum
- c. Role playing - veneer
- d. Stimulus, sensory equipment, inferential knowledge
- e. Fact - inference - opinion
- f. Promotion of agreement on observation - classes of things
- g. Constantly date things learned by experience - outdated image
- h. Relating social situation to group.

First mate was drunk last night  
Captain was sober last night.

- i. Sensitivity—perspective—insight
- j. Informal communications chain - necessary
- k. Feed back - hiding to prove they were right
- l. Message interpreted in light of recipient's own situation at the moment. Charge of the Light Brigade  
battle of Leyte Gulf
- m. Art of listening
- n. Formal grievance systems
- o. Stimulating active support of employees by group participation in selection of accounting firm, etc.
- p. Open door policy
- q. Strategy of words
- r. Realistic change as names attached to them change
- s. Conformity - automobiles - housing, etc.
- t. Supervisors resentment at pressure to pay more attention to people - terminology - make his job easier
- u. Vocabulary - larger stock of symbols

4. The second series of five three-hour seminars led by Mr. Martin generally concerned the communicator and his behavior, and included the following topics:

- a. Purposes of communications - convey information, develop rules, make coordinated decisions, get people to move, modify action.
- b. Fundamental problems in team operation
- c. Balance between rules and intuitiveness.
- d. Conflict between formal and informal patterns
- e. Art of argument
- f. Handling hostility
- g. Self dramatization
- h. Strategems - getting best of argument
- i. Follow-up system
- j. Rules to describe rules
- k. Rules for political purposes
- l. Laws, higher headquarters directives, own headquarters directives
- m. Rules used in original forms - those supplemented
- n. Inter-personal relations
- o. Framework for understanding others
- p. Reciprocity
- q. Handling mediocrity

5. A twelve-hour "workshop" was conducted by Mr. Kenneth Hagood on July 5, 6, and 7. He was assisted by Dr. Martin Maloney, Dr. Vern Kallejain, Miss Charlotta Evans and Mr. Gerald Knight. Also monitoring and assisting in a part of the workshop were Dr. Norman H. Martin, University of Chicago, Mr. John Macy, U.S. Civil Service Commission, and Mr. Bernard Brauhelm, Personnel Officer, Department of Agriculture.



In the "workshop" the forty students of the four week institute and the two-week seminar were divided into three district offices of Agency X reporting to a regional "commissioner." The "Regional Commissioner" was given a vague and general problem which he passed on to the "District Managers." The "District Managers" immediately held a conference with their Division Chiefs, Branch Chiefs, and Assistant Branch Chiefs, to explore the problem and corrective measures. The test did not concern the effectiveness of corrective measures as much as the manner in which they were developed, the effectiveness of communications, laterally and in the chain of command, and the interpersonal relationships and course of human behavior which resulted from dealing with the organization and the problem. After analysis and group discussion of the first conferences the procedure was repeated with entirely different results.

A "conference" was then held by the "Regional Commissioner" with his three "District Managers" audited by all of the other students and the program staff. A group critique of this conference and a discussion of the entire "workshop" ended this part of the program.